

NATIONAL SCIENCE FOUNDATION
2415 EISENHOWER AVENUE
ALEXANDRIA, VIRGINIA 22314



November 28, 2017

Dear Colleague:

The National Science Foundation (NSF) is initiating a national search for the Assistant Director for Education and Human Resources (EHR). We seek your assistance in the identification of visionary candidates to lead the Directorate during the coming years. Dr. Joan Ferrini-Mundy served in the position from 2011 through 2016, with Dr. James Lewis serving as the acting Assistant Director since January 2016 as Dr. Ferrini-Mundy accepted the role of Chief Operating Officer of the Foundation. During their tenures, they have worked with EHR colleagues on new initiatives that span formal and informal education from preschool through adulthood, with emphasis on expanding NSF's investment in research to advance science, technology, engineering and mathematics (STEM) education and workforce development. In particular, EHR has supported efforts to revolutionize STEM education at the undergraduate and graduate levels, including support for Historically Black Colleges and Universities, Tribal Colleges and Hispanic-Serving Institutions. The Directorate also has worked in collaboration with the U.S. Department of Education and the White House Office of Science and Technology on a variety of initiatives. The next Assistant Director will have similar opportunities to shape the future of STEM education and workforce development as well ensure that EHR is a key participant across the Foundation's science and engineering portfolio.

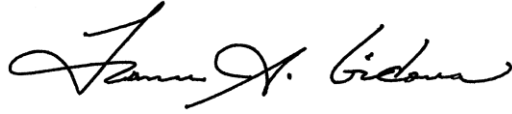
The Assistant Director, EHR, manages a budget of over \$870 million in fiscal year 2017, and a portfolio across four divisions: Graduate Education; Undergraduate Education; Research on Learning in Formal and Informal Settings; and Human Resource Development. Enclosed is an information sheet that summarizes the Directorate's activities and the responsibilities of the position, together with the criteria that will be used in the search. Employment may be on a temporary or permanent basis in the Federal Service or by temporary assignment under provisions of the Intergovernmental Personnel Act.

We are very pleased to announce that Dr. Anneila Sargent, a member of the National Science Board, as well as Professor and Vice President for Student Affairs at the California Institute of Technology, will head the search advisory committee. We seek your help in identifying candidates with the following qualifications: outstanding leadership; a deep sense of scholarship; and a grasp of the issues facing science, technology, engineering, and mathematics research and education. Candidates must also have the ability to serve effectively as a key member of the NSF senior management team, teaming with the NSF Director and other Assistant Directors on cross-directorate activities and interactions with executive and legislative branches of government. When opportunities arise, the candidate must be able to communicate effectively with leaders of business and industry as well as the philanthropic community. Recommendations of individuals from any sector – academic, industry or government – are welcome.

Please send your recommendations, including any supporting information that you can provide, to the AD/EHR Search Committee via e-mail (ehrsrch@nsf.gov) or at the following address: National Science Foundation, Office of the Director, Suite W-19100, 2415 Eisenhower Avenue, Alexandria, VA 22314. We would appreciate receiving your recommendations by Monday, January 22, 2018.

Your assistance in this very important task is appreciated.

Sincerely,

A handwritten signature in black ink, appearing to read "France A. Córdova". The signature is fluid and cursive, with a large initial "F" and a stylized "Córdova".

France A. Córdova
Director

Enclosures

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**Screening Committee Review Criteria for
Assistant Director for Education and Human Resources (EHR), NSF**

We are seeking demonstrated evidence of:

Leadership, Direction, Representation

- Ability to lead people toward meeting the organization's vision, mission, and goals. Includes the ability to provide an inclusive workplace that fosters the development of others, facilitates cooperation and teamwork, and supports constructive resolution of conflicts. Ability to provide innovative and transformative leadership of people, reflective of NSF's organizational values.
- Ability to serve effectively as a member of NSF's senior management team, helping to develop consensus both within the EHR directorate and across the agency on policy and plans.
- Ability to plan, prioritize, and coordinate interagency and international research and education programs and to forge government-industry-university partnerships.
- Ability to manage an organization consisting of approximately 160 scientific and administrative professionals; ability to manage human, financial, and information resources strategically.
- Ability to communicate NSF policy and strategic plans to the external community, including the public, Congress, industry, and colleagues in other disciplines.
- Ability to meet organizational goals and customer expectations. Includes the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems, and calculating risks.

Commitment

- Commitment to the discovery, learning, research infrastructure and stewardship goals of the NSF Strategic Plan and to the strategies for achieving these goals through developing intellectual capital, integrating research and education, and promoting partnerships and an ability to conceptualize the role of STEM research and education in achieving those goals.
- Commitment to the appointment and development of a highly qualified staff that reflect the diversity of our nation and to the equitable representation of underrepresented groups and institutions on advisory committees, in workshops, and proposal review panels.
- Commitment to equitable representation of underrepresented groups across the STEM enterprise.

Credibility within Research and Education Community

- Substantial research contributions and experience in academic, government and/or private national research and education endeavors as evidenced in publications, innovative leadership in research administration and/or professional leadership awards.
- Ability to build coalitions internally and with other Federal agencies, State and local governments, nonprofit and private sector organizations, foreign governments, or international organizations to achieve common goals.
- Demonstrated commitment to scholarship, including significant contributions to STEM research and education.
- Broad understanding of STEM programs in universities and other institutions.
- Familiarity with the existing U.S. and international infrastructure that supports research and education.
- High level of professional recognition in the community as evidenced by positions held, publications, inventions, and/or professional awards.

Strategic Vision

- Working knowledge of the major current intellectual challenges and opportunities in science, technology engineering, and mathematics (STEM) research and education.
- Ability to think strategically and formulate integrated plans for STEM research and education, especially at the interfaces of, and boundaries with, other disciplines.
- Ability to bring about strategic change, both within and outside the organization, to meet organizational goals. Includes the ability to establish an organizational vision and to implement it in a continuously changing environment.

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**The National Science Foundation
Directorate for Education and Human Resources**

The **National Science Foundation** (NSF) is an independent agency of the United States Government. Its vision is to enable the nation's future through discovery, learning and innovation. In pursuit of this vision, NSF invests in (1) DISCOVERY by supporting research that will advance the frontiers of knowledge and establish the nation as a leader in transformational science; (2) LEARNING to cultivate a world-class, broadly inclusive science and engineering workforce and scientifically literate citizenry; (3) RESEARCH INFRASTRUCTURE by building the nation's research capacity with critical investments in advanced instruments, tools and facilities; and (4) STEWARDSHIP by cultivating a capable and responsive organization that promotes excellence in science and engineering research and education. All of these goals work together in concert. The Foundation seeks to realize these goals using four core values: vision, dedication to excellence, broad inclusiveness, and accountability to the research community and the taxpayer.

The **Directorate for Education and Human Resources** (EHR) is one of seven NSF directorates and is organized into four divisions: Graduate Education (DGE); Undergraduate Education (DUE); Research on Learning in Formal and Informal Settings (DRL); and Human Resource Development (HRD). The directorate employs approximately 160 staff members and administered a budget of over \$870 million in FY 2017. The Division of Graduate Education supports the early career development of scientists and engineers by providing fellowships and traineeships for graduate and postdoctoral study. The Division of Undergraduate Education supports efforts to strengthen the vitality of undergraduate science, engineering, mathematics and technology education for all students, including majors in those fields, prospective teachers of grades pre-K to 12, students preparing for the technical workplace, and students in their role as citizens in a technological society. The Division of Research on Learning in Formal and Informal Settings invests in projects that improve the effectiveness of STEM learning for people of all ages. The Division of Human Resource Development has primary responsibility for broadening the participation of groups underrepresented at the undergraduate and graduate levels in science, engineering, mathematics and technology, and improving science and engineering at minority-serving institutions.

The **Assistant Director for Education and Human Resources** (AD/EHR) serves as a key member of NSF's senior policy team and provides leadership and direction to the EHR directorate's programs and initiatives. The incumbent is responsible for planning and implementing programs, priorities, and policy within the framework of statutory and National Science Board authority. NSF seeks a candidate with outstanding leadership abilities; a demonstrated commitment to scholarship; a grasp of the issues and opportunities facing the STEM research and education communities; and a commitment to the goals and strategies of the National Science Foundation.